Job satisfaction and empowerment in self-employed nurse practitioners

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Catherine Lyden, PhD, FNP-C, MSN-Ed, CCRN-K
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>X</td>
<td>No (potential) conflict of interests</td>
</tr>
<tr>
<td>X</td>
<td>1. Relations that could be relevant for the meeting</td>
</tr>
<tr>
<td>X</td>
<td>2. Sponsorship or research funds</td>
</tr>
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<td>X</td>
<td>3. Payment or other (financial) remuneration</td>
</tr>
<tr>
<td>X</td>
<td>4. Shareholder</td>
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<td>X</td>
<td>5. Other relation</td>
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Purpose

• Results of a small study on self-employed NPs practicing in the United States who own a private practice.

• Currently 248,000 NPs in practice
  – 95% employees
  – 5.4% self employed
Private Practice

• The practice and the practitioner are independent of external policy control other than ethics of the profession and state licensing laws

  – (Farlex Medical Dictionary, 2009)
Nursing Literature

• A sole proprietorship, a partnership, or a collaboration where the individual, a health insurance company, or other third party reimburses the nurse or NP for health care provided

  – (Amundsen & Corey, 2000; Wall, 2013)
Job Satisfaction

• “a multidimensional affective concept that is an interaction of an employee’s expectations, values, environment and personal characteristics, and it is recognized that satisfiers and dissatisfiers are dynamic and relative to the employee”.

  • (Misener and Cox, 2001, p. 93)
Misener Job Satisfaction Model

Job Satisfaction
- Influenced by *Motivator Factors* (Intrinsic factors)
- Challenge
- Autonomy
- Professional growth

Job Dissatisfaction
- Influenced by *Hygiene Factors* (Extrinsic factors)
- Collegiality
- Professional interaction
- Time
- Benefits
Empowerment

- Possessing control over the circumstances or situation to get the job done
- Informal power
  - related to the individuals’ reputation, ability to develop effective relationships and to communicate within the organization.
- Formal power
  - based on the individuals’ rank, their level of responsibility, creativity, and decision making

(Kanter, 1993; Laschinger, Purdy, & Almost, 2007).
Power affects access to structural factors:

- **Information**: knowledge about the organizational decisions, policies and goals.
- **Support**: including advice, emotional support and hands on assistance.
- **Resources**: access to time, staff and supplies.
- **Opportunities**: to increase knowledge and skills.
<table>
<thead>
<tr>
<th>Survey/Ownership</th>
<th>Full</th>
<th>Reduced</th>
<th>Restricted</th>
<th>Interviews (n = 13)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State regulatory environment (n = 142)</td>
<td>60 (42%)</td>
<td>40 (28%)</td>
<td>42 (29%)</td>
<td>5 (38%)</td>
</tr>
<tr>
<td>Practice location (n=140)</td>
<td>64 (45%)</td>
<td>57 (40%)</td>
<td>15 (10%)</td>
<td></td>
</tr>
<tr>
<td>Launch practice (n=141)</td>
<td>130 (91%)</td>
<td></td>
<td></td>
<td>11 (94%)</td>
</tr>
<tr>
<td>Ownership (n = 142)</td>
<td>124 (87%)</td>
<td>18 (13%)</td>
<td></td>
<td>11 (84%)</td>
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</tbody>
</table>
Primary Reasons for Opening a Practice

- Autonomy in the interests of patient care
- Personalize and improve patient care outcomes
- Promote new ideas about health and health care.
Cross study comparison of MNPJSS

Nurse Managed Health Centers (Pron, 2013); Arizona, (Schiestel, 2007)
Cross study comparison of CWEQ-II

<table>
<thead>
<tr>
<th></th>
<th>Opportunity</th>
<th>Formal power</th>
<th>Informal power</th>
</tr>
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<tbody>
<tr>
<td>Self-employed NP</td>
<td>4.42</td>
<td>4.3</td>
<td>3.37</td>
</tr>
<tr>
<td>New Mexico</td>
<td>4.18</td>
<td>4.28</td>
<td>3.8</td>
</tr>
<tr>
<td>Connecticut</td>
<td>4.3</td>
<td>3.41</td>
<td>3.63</td>
</tr>
<tr>
<td></td>
<td>3.8</td>
<td>3.77</td>
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</table>
Qualitative Codes & Themes

The Journey Begins
- Choosing Private Practice
- Stepping out
- Traversing state scope of practice regulations

Evolving business Acumen
- Lack of formal presentations
- Negotiating relationships and resources
- Navigating billing & insurance companies

Learning day-to-day management of a practice
- Learning from experience – making each dollar count
- Managing the practice ‘human resources’
- Satisfying aspects of owning a private practice are ...
- Dissatisfying aspects of owning a private practice are ...

My practice ‘my way’
- Making practice choices
- Patient outcomes
- Building a business model
- Looking ahead
The Journey Begins

• Stepping out
• Traversing state scope of practice regulations surrounding physician oversight
  – Locating and maintaining
  – Cost
• “NPs gain greater control over the economics of their practice, which is affected by reimbursement, state regulatory model, and the NPs assertiveness, and business and negotiation skills”.

(Pearson, 1985)
Evolving Business Acumen

• Starting a business
  – Developing skills
    • Accounting
    • Marketing
    • Economics
    • Business law
Learning Day-to-Day Management

- Requires time and energy.
- Managing administrative support in the office was one of the least satisfying aspects of owning a practice.
My Practice ‘My Way’

- The NPs were satisfied with their level of autonomy, and sense of accomplishment in being able to run ‘my practice my way’.
- Utilized formal power to manage the practice
- Pursued opportunities to grow and expand their practice.
Education

• Faculty encourage NP students to consider private practice
• Consider offering business courses in the Master’s and Doctoral NP programs
• Nurse Practitioner conferences may want to consider (and continue) to offer business administration sessions
  – Provide opportunities for business owners to share experiences
Scope of Practice

• Higher numbers of NPs practice in primary care in states with full practice authority
• NPs need to continue to work with State NP organizations to remove scope of practice restrictions
  – To increase primary care capacity
  – Reduce risk of practice closures due to loss of physician oversight
Private Practice

- Nurse practitioners are in private practice throughout US irrespective of regulatory environment
- Self-employed NPs are empowered and satisfied with private practice
- Viable option for an experienced NP
Any Questions?
References


References